

# Corporate management

## Sickness absence

1. **The number of days lost through sickness absence expressed as a percentage of the total working days available, for**
  - **Chief officers and local government employees**
  - **Craft employees**
  - **Teachers**

### *What the indicator reports*

The indicator measures the extent of sickness absence within councils.

The employee groupings used in this indicator reflect the implementation of the 'single status' agreement and facilitate comparison between councils on a like for like basis.

### *Points to bear in mind*

The number of working days available may vary slightly between councils because of the number of public or local holidays, however, this will not unduly influence the overall percentage lost time.

'Sickness absence' is defined as an absence from the place of employment because of the employee's illness or injury for which sick leave entitlement is used. This may include self-certification, absence supported by a doctor's certificate, long-term sickness absence, and industrial injury. Absence that is not sickness absence, for example, compassionate leave, career leave and special leave/unpaid leave, maternity and paternity leave, and maternity support, is not included.

## Claims

2. **The number and value of civil liability claims incurred by the council in the year:**
  - a) **Number of claims per 10,000 population**
  - b) **Claims value as a percentage of revenue budget.**

### *What the indicator reports*

The indicator measures the number and value of claims incurred by the council in the year arising from:

- Employers Liability
- Public Liability
- Officials Indemnity
- Motor third party.

The claims value is the total paid and outstanding value of claims occurring under the four categories of cover in the year. This includes the value of out of court settlements.

### *Points to bear in mind*

It is recognised that improvements in both the number of claims and the value of those claims indicate that the council is actively seeking to control and (where possible) eliminate avoidable losses. It is accepted that a single large loss may skew performance in any given year.



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- 3. The number and percentage of the highest paid 2% and 5% of earners among council employees, that are women.**

	Number of women	% of posts
In top 2% of all employees		
In top 5% of all employees		

### ***What the indicator reports***

The delivery of quality services is dependent on a trained and motivated workforce and it is, therefore essential that councils' employment policy reflect their commitment to equal opportunities. The indicator provides a picture of the current gender balance in more senior posts. This will help councils to identify areas of potentially unfair or discriminatory practices as well as providing a baseline for measuring improvement over time.

The indicator does not deal with equalities relating to ethnicity, disability or sexual orientation.

### ***Points to bear in mind***

The indicator excludes teachers (see Children's services).

## **Public Access**

- 4. The number of council buildings from which the council delivers services to the public and the percentage of these in which all public areas are suitable for and accessible to disabled people**

### ***What the indicator reports***

This indicator shows the number and proportion of council buildings where public areas are suitable for and accessible to disabled people.

The indicator reflects the extent to which councils have been successful in meeting the requirement of part 3 of the Disability Discrimination Act 1995 to facilitate access to their buildings for disabled people for the purpose of service delivery.

### ***Points to bear in mind***

Council buildings mean those from which the council provides a service and for which it is responsible for meeting the required standards for access.

Buildings exclude include:

- public conveniences that are not integral to such buildings
- schools and educational establishments
- residential homes
- buildings leased to other organisations
- offices that do not contain any public service areas.

## **Council tax collection**

### ***Context***

In February 1998 the Accounts Commission published a report, 'Council Tax Collection', identifying scope for improvements in council tax collection levels and collection procedures in some councils. The report also set out a number of factors that should be borne in mind when interpreting indicators of performance of collecting council tax.

- 5: The cost of collecting council tax per dwelling.**

### ***What the indicator reports***

This indicator shows the average cost per dwelling of collecting council tax.

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The indicator excludes the cost of collecting non-domestic rates and residual community charge, but it includes the cost of collecting water and sewerage charges, net of the income received from the water authorities.

### ***Points to bear in mind***

The efficiency of a council's collection system may be affected by factors such as:

- the ability and willingness of taxpayers to pay
- the take-up of direct debit as a method of payment
- the level of enforcement action taken by the council to recover tax due to it.

Councils recover a fee from the water authorities to offset the cost of collecting water and sewerage charges. The fee varies throughout the country and this affects the indicator because in some councils the fee may also help to offset the cost of collecting council tax.

The cost information collected for the study referred to above included the gross cost of collection of water and sewerage charges, and should not be compared with the figures for the indicator in this report.

### **6. The income due from council tax for the year, excluding reliefs and rebates, and the percentage of council tax due that was received during the year.**

#### ***What the indicator reports***

This indicator shows the proportion of the council tax due in the year collected by the end of the year. Councils will continue to pursue council tax debts, but the proportion of the council tax collected by the end of the year is a measure of how effective councils are at collecting the council tax due to them.

#### ***Points to bear in mind***

The effectiveness of a council's collection system may be affected by factors such as:

- the ability and willingness of taxpayers to pay
- the take-up of council tax benefit
- the level of enforcement action taken by the council to recover tax due to it.

## **Non-Domestic Rates**

### **7. The income due from non-domestic rates for the year, excluding reliefs and the percentage of non-domestic rates due that were received during the year.**

#### ***What the indicator reports***

This indicator shows the proportion of the non-domestic rates due in the year that were collected by the end of the year. Councils will continue to pursue non-domestic rates debts, but the proportion of the non-domestic rates collected by the end of the year is a measure of how effective councils are at collecting the tax due to them.

#### ***Points to bear in mind***

The indicator may be seen as a measure of the effectiveness of the council in collecting the non-domestic rates due to it.

## **Payment of invoices**

### **8. The number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid.**

#### ***What the indicator reports***

This indicator shows the percentage of invoices paid by councils within 30 calendar days. Thirty calendar days reflects the normal credit term period in accordance with the Late Payments of Commercial Debts (Interests) Act 1998 .

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The Late Payments of Commercial Debts (Interests) Act 1998 recognises a general payment period of 30 days unless other terms are mutually agreed.

This indicator shows the proportion of invoices paid by councils to their suppliers within 30 calendar days

### ***Points to bear in mind***

Some invoices will not be paid within the agreed terms because they are disputed.





## Corporate management

Corporate Management	Indicator 1			
	Total available days for chief officers and local government employees	Total sick days for chief officers and local government employees	Percentage of days lost due to sickness for chief officers and local government employees	Total available days for craft employees
	2004/2005	2004/2005	2004/2005	2004/2005
Aberdeen City	1,549,943	89,202	5.8%	72,034
Aberdeenshire	2,001,255	90,663	4.5%	19,508
Angus	801,732	37,951	4.7%	1,842
Argyll & Bute	852,567	43,784	5.1%	10,427
Clackmannanshire	405,822	22,019	5.4%	43,428
Dumfries & Galloway	1,196,521	61,037	5.1%	73,094
Dundee City	1,391,424	81,986	5.9%	89,032
East Ayrshire	991,710	60,260	6.1%	55,117
East Dunbartonshire	671,712	38,304	5.7%	90,649
East Lothian	670,304	35,369	5.3%	33,548
East Renfrewshire	673,006	38,352	5.7%	29,173
Edinburgh, City of	3,572,792	205,123	5.7%	82,559
Eilean Siar	510,437	14,525	2.8%	14,096
Falkirk	1,174,735	74,373	6.3%	113,410
Fife	3,697,744	223,744	6.1%	188,536
Glasgow City	6,487,901	346,705	5.3%	471,488
Highland	1,610,911	79,090	4.9%	43,215
Inverclyde	772,812	46,893	6.1%	33,475
Midlothian	666,715	38,278	5.7%	24,071
Moray	726,052	35,862	4.9%	27,514
North Ayrshire	1,154,478	64,986	5.6%	44,971
North Lanarkshire	2,783,344	198,071	7.1%	13,686
Orkney Islands	378,737	19,068	5.0%	0
Perth & Kinross	889,986	33,690	3.8%	15,559
Renfrewshire	1,431,257	84,755	5.9%	64,592
Scottish Borders	926,044	48,380	5.2%	6,272
Shetland Islands	Not Reported	Not Reported	Not Reported	Not Reported
South Ayrshire	990,104	49,076	5.0%	57,905
South Lanarkshire	2,393,955	107,003	4.5%	131,848
Stirling	724,891	40,030	5.5%	38,886
West Dunbartonshire	961,152	62,205	6.5%	40,848
West Lothian	1,207,361	63,929	5.3%	82,236
<b>Scotland</b>	<b>43,888,667</b>	<b>2,415,645</b>	<b>5.5%</b>	<b>2,013,019</b>



## Corporate management

Corporate Management	Indicator 1				
	Total sick days for craft employees	Percentage of days lost due to sickness for craft employees	Total available days for teachers		
	2004/2005	2004/2005	2002/2003	2003/2004	2004/2005
Aberdeen City	4,461	6.2%	332,534	337,718	355,005
Aberdeenshire	590	3.0%	544,282	560,113	560,047
Angus	87	4.7%	248,658	242,600	242,350
Argyll & Bute	676	6.5%	201,852	197,374	209,537
Clackmannanshire	2,076	4.8%	108,611	98,791	74,873
Dumfries & Galloway	2,356	3.2%	337,022	343,640	346,445
Dundee City	6,708	7.5%	319,820	319,976	318,591
East Ayrshire	2,473	4.5%	292,731	286,235	278,315
East Dunbartonshire	5,844	6.4%	281,069	265,540	259,119
East Lothian	1,802	5.4%	182,013	180,971	187,028
East Renfrewshire	1,902	6.5%	225,255	253,916	247,340
Edinburgh, City of	6,630	8.0%	841,734	850,493	844,437
Eilean Siar	604	4.3%	114,951	101,703	103,779
Falkirk	10,086	8.9%	351,975	363,268	376,861
Fife	14,198	7.5%	747,806	873,426	856,104
Glasgow City	19,913	4.2%	1,226,019	1,472,858	1,469,383
Highland	2,672	6.2%	483,765	540,065	443,364
Inverclyde	3,248	9.7%	202,154	201,502	192,709
Midlothian	2,568	10.7%	186,777	194,840	206,456
Moray	1,072	3.9%	184,454	187,490	188,663
North Ayrshire	3,179	7.1%	330,224	311,295	306,828
North Lanarkshire	778	5.7%	820,127	788,617	764,611
Orkney Islands	0	0.0%	66,495	70,950	85,078
Perth & Kinross	671	4.3%	243,030	274,283	296,829
Renfrewshire	3,785	5.9%	408,783	397,268	405,760
Scottish Borders	325	5.2%	232,545	233,115	240,840
Shetland Islands	Not Reported	Not Reported	84,917	83,483	85,428
South Ayrshire	2,389	4.1%	218,886	227,838	225,926
South Lanarkshire	8,957	6.8%	682,643	682,004	672,203
Stirling	2,188	5.6%	169,596	173,805	169,460
West Dunbartonshire	2,704	6.6%	223,214	217,110	192,334
West Lothian	3,818	4.6%	354,983	364,848	375,542
<b>Scotland</b>	<b>118,760</b>	<b>5.9%</b>	<b>11,133,974</b>	<b>11,086,120</b>	<b>11,496,167</b>

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Corporate Management	Indicator 1					
	Total sick days for teachers			Percentage of days lost due to sickness for teachers		
	2002/2003	2003/2004	2004/2005	2002/2003	2003/2004	2004/2005
Aberdeen City	12,789	12,801	<b>15,222</b>	3.8%	3.8%	<b>4.3%</b>
Aberdeenshire	16,129	18,231	<b>20,265</b>	3.0%	3.3%	<b>3.6%</b>
Angus	10,842	8,803	<b>9,179</b>	4.4%	3.6%	<b>3.8%</b>
Argyll & Bute	9,193	8,768	<b>7,276</b>	4.6%	4.4%	<b>3.5%</b>
Clackmannanshire	7,574	5,176	<b>4,472</b>	7.0%	5.2%	<b>6.0%</b>
Dumfries & Galloway	13,335	13,991	<b>17,805</b>	4.0%	4.1%	<b>5.1%</b>
Dundee City	15,892	16,287	<b>15,907</b>	5.0%	5.1%	<b>5.0%</b>
East Ayrshire	9,562	10,895	<b>9,322</b>	3.3%	3.8%	<b>3.3%</b>
East Dunbartonshire	11,754	9,346	<b>9,156</b>	4.2%	3.5%	<b>3.5%</b>
East Lothian	8,753	9,088	<b>6,849</b>	4.8%	5.0%	<b>3.7%</b>
East Renfrewshire	6,983	8,590	<b>7,515</b>	3.1%	3.4%	<b>3.0%</b>
Edinburgh, City of	21,978	24,952	<b>24,100</b>	2.6%	2.9%	<b>2.9%</b>
Eilean Siar	4,825	2,984	<b>3,398</b>	4.2%	2.9%	<b>3.3%</b>
Falkirk	12,926	12,255	<b>11,965</b>	3.7%	3.4%	<b>3.2%</b>
Fife	36,098	36,617	<b>34,486</b>	4.8%	4.2%	<b>4.0%</b>
Glasgow City	45,532	45,906	<b>50,421</b>	3.7%	3.1%	<b>3.4%</b>
Highland	12,836	15,661	<b>14,982</b>	2.7%	2.9%	<b>3.4%</b>
Inverclyde	10,142	7,811	<b>7,383</b>	5.0%	3.9%	<b>3.8%</b>
Midlothian	7,436	7,733	<b>7,251</b>	4.0%	4.0%	<b>3.5%</b>
Moray	6,174	6,618	<b>8,073</b>	3.3%	3.5%	<b>4.3%</b>
North Ayrshire	12,389	13,649	<b>12,482</b>	3.8%	4.4%	<b>4.1%</b>
North Lanarkshire	41,151	39,663	<b>30,869</b>	5.0%	5.0%	<b>4.0%</b>
Orkney Islands	2,251	2,189	<b>2,030</b>	3.4%	3.1%	<b>2.4%</b>
Perth & Kinross	10,536	12,882	<b>12,541</b>	4.3%	4.7%	<b>4.2%</b>
Renfrewshire	15,912	15,474	<b>15,752</b>	3.9%	3.9%	<b>3.9%</b>
Scottish Borders	8,744	7,441	<b>7,916</b>	3.8%	3.2%	<b>3.3%</b>
Shetland Islands	2,581	3,125	<b>2,755</b>	3.0%	3.7%	<b>3.2%</b>
South Ayrshire	9,387	9,680	<b>9,396</b>	4.3%	4.2%	<b>4.2%</b>
South Lanarkshire	27,368	25,536	<b>22,937</b>	4.0%	3.7%	<b>3.4%</b>
Stirling	8,005	6,987	<b>6,548</b>	4.7%	4.0%	<b>3.9%</b>
West Dunbartonshire	9,464	9,161	<b>7,444</b>	4.2%	4.2%	<b>3.9%</b>
West Lothian	14,632	14,213	<b>13,199</b>	4.1%	3.9%	<b>3.5%</b>
<b>Scotland</b>	<b>438,348</b>	<b>424,663</b>	<b>426,866</b>	<b>3.9%</b>	<b>3.8%</b>	<b>3.7%</b>

## Corporate management

Corporate Management	Indicator 2			
	Population of local authority area		Number of civil liability claims incurred by the council by 31 March in reporting year	
	2003/2004	2004/2005	2003/2004	2004/2005
Aberdeen City	209,270	<b>206,600</b>	446	<b>509</b>
Aberdeenshire	227,280	<b>229,330</b>	393	<b>483</b>
Angus	108,130	<b>107,520</b>	196	<b>224</b>
Argyll & Bute	91,030	<b>91,300</b>	155	<b>226</b>
Clackmannanshire	47,930	<b>47,680</b>	119	<b>4</b>
Dumfries & Galloway	147,310	<b>147,210</b>	300	<b>333</b>
Dundee City	144,180	<b>143,090</b>	583	<b>540</b>
East Ayrshire	119,740	<b>119,530</b>	423	<b>299</b>
East Dunbartonshire	107,310	<b>106,970</b>	4	<b>422</b>
East Lothian	90,750	<b>91,090</b>	278	<b>422</b>
East Renfrewshire	89,630	<b>89,680</b>	337	<b>368</b>
Edinburgh, City of	448,080	<b>448,370</b>	940	<b>1,161</b>
Eilean Siar	26,200	<b>26,100</b>	0	<b>34</b>
Falkirk	145,560	<b>145,920</b>	561	<b>533</b>
Fife	350,700	<b>352,040</b>	2,007	<b>2,055</b>
Glasgow City	577,350	<b>577,090</b>	2,603	<b>2,507</b>
Highland	208,140	<b>209,080</b>	186	<b>243</b>
Inverclyde	83,600	<b>83,050</b>	318	<b>302</b>
Midlothian	80,500	<b>79,710</b>	193	<b>190</b>
Moray	86,740	<b>87,460</b>	119	<b>143</b>
North Ayrshire	135,650	<b>136,030</b>	369	<b>366</b>
North Lanarkshire	321,350	<b>321,820</b>	1,159	<b>1,116</b>
Orkney Islands	19,210	<b>19,310</b>	32	<b>36</b>
Perth & Kinross	135,160	<b>135,990</b>	103	<b>182</b>
Renfrewshire	171,940	<b>170,980</b>	579	<b>587</b>
Scottish Borders	107,400	<b>108,280</b>	295	<b>294</b>
Shetland Islands	21,940	<b>21,870</b>	26	<b>9</b>
South Ayrshire	111,670	<b>111,580</b>	502	<b>551</b>
South Lanarkshire	302,110	<b>303,010</b>	1,147	<b>1,439</b>
Stirling	86,150	<b>86,370</b>	384	<b>524</b>
West Dunbartonshire	92,830	<b>92,320</b>	381	<b>462</b>
West Lothian	159,960	<b>161,020</b>	730	<b>640</b>
<b>Scotland</b>	<b>4,827,520</b>	<b>5,057,400</b>	<b>15,475</b>	<b>17,204</b>

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Corporate Management	Indicator 2			
	Number of civil liability claims incurred by 31 March in reporting year per 10,000 population		Total revenue budget	
	2003/2004	2004/2005	2003/2004	2004/2005
Aberdeen City	21.3	24.6	£524,710,000	£576,144,000
Aberdeenshire	17.3	21.1	£559,470,000	£615,757,000
Angus	18.1	20.8	£244,867,000	£268,011,000
Argyll & Bute	17.0	24.8	£256,456,000	£328,594,000
Clackmannanshire	24.8	0.8	£89,181,487	£92,045,912
Dumfries & Galloway	20.4	22.6	£266,759,000	£290,958,000
Dundee City	40.4	37.7	£260,255,000	£270,661,000
East Ayrshire	35.3	25.0	£214,192,230	£301,711,835
East Dunbartonshire	0.4	39.5	£180,884,000	£260,905,718
East Lothian	30.6	46.3	£130,805,951	£143,053,046
East Renfrewshire	37.6	41.0	£146,809,000	£158,148,000
Edinburgh, City of	21.0	25.9	£697,585,000	£726,422,000
Eilean Siar	0.0	13.0	£91,483,000	£84,122,000
Falkirk	38.5	36.5	£401,740,000	£425,334,000
Fife	57.2	58.4	£649,735,000	£681,693,000
Glasgow City	45.1	43.4	£2,051,000,000	£2,243,127,500
Highland	8.9	11.6	£477,703,000	£479,500,000
Inverclyde	38.0	36.4	£149,189,000	£207,205,000
Midlothian	24.0	23.8	£151,100,000	£153,474,000
Moray	13.7	16.4	£138,330,000	£152,101,000
North Ayrshire	27.2	26.9	£232,257,000	£235,393,368
North Lanarkshire	36.1	34.7	£977,899,389	£1,094,841,103
Orkney Islands	16.7	18.6	£76,682,364	£76,441,900
Perth & Kinross	7.6	13.4	£216,331,000	£230,581,000
Renfrewshire	33.7	34.3	£496,109,000	£559,880,000
Scottish Borders	27.5	27.2	£181,322,000	£192,217,000
Shetland Islands	11.9	4.1	£74,337,000	£84,453,000
South Ayrshire	45.0	49.4	£181,908,239	£188,636,447
South Lanarkshire	38.0	47.5	£479,744,000	£503,857,000
Stirling	44.6	60.7	£165,463,000	£175,053,000
West Dunbartonshire	41.0	50.0	£208,969,000	£215,742,000
West Lothian	45.6	39.7	£435,816,000	£458,825,000
<b>Scotland</b>	<b>32.1</b>	<b>34.0</b>	<b>£10,849,622,660</b>	<b>£12,474,888,829</b>

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Corporate Management	Indicator 2			
	Total claims value at 31 March in reporting year		Value of claims as a percentage of revenue budget in reporting year	
	2003/2004	2004/2005	2003/2004	2004/2005
Aberdeen City	£648,848	£581,507	0.1%	0.1%
Aberdeenshire	£508,987	£858,895	0.1%	0.1%
Angus	£220,088	£251,506	0.1%	0.1%
Argyll & Bute	£61,120	£40,151	0.0%	0.0%
Clackmannanshire	£180,017	£13,244	0.2%	0.0%
Dumfries & Galloway	£523,319	£562,543	0.2%	0.2%
Dundee City	£434	£369,360	0.0%	0.1%
East Ayrshire	£613,872	£353,156	0.3%	0.1%
East Dunbartonshire	£265,777	£244,270	0.1%	0.1%
East Lothian	£133,632	£310,000	0.1%	0.2%
East Renfrewshire	£189,197	£228,478	0.1%	0.1%
Edinburgh, City of	£1,054,207	£785,691	0.2%	0.1%
Eilean Siar	£0	£23,978	0.0%	0.0%
Falkirk	£427,734	£579,618	0.1%	0.1%
Fife	£1,291,168	£1,130,419	0.2%	0.2%
Glasgow City	£2,014,370	£1,792,970	0.1%	0.1%
Highland	£550,786	£413,752	0.1%	0.1%
Inverclyde	£317,314	£415,150	0.2%	0.2%
Midlothian	£263,780	£169,679	0.2%	0.1%
Moray	£202,011	£120,296	0.1%	0.1%
North Ayrshire	£295,082	£572,705	0.1%	0.2%
North Lanarkshire	£1,637,569	£1,145,498	0.2%	0.1%
Orkney Islands	£84,160	£52,108	0.1%	0.1%
Perth & Kinross	£22,010	£0	0.0%	0.0%
Renfrewshire	£457,800	£559,095	0.1%	0.1%
Scottish Borders	£252,122	£314,200	0.1%	0.2%
Shetland Islands	£1,984	£22,097	0.0%	0.0%
South Ayrshire	£334,094	£500,371	0.2%	0.3%
South Lanarkshire	£962,961	£1,126,617	0.2%	0.2%
Stirling	£413,137	£392,081	0.2%	0.2%
West Dunbartonshire	£479,113	£576,416	0.2%	0.3%
West Lothian	£874,892	£863,908	0.2%	0.2%
<b>Scotland</b>	<b>£14,772,598</b>	<b>£15,369,759</b>	<b>0.1%</b>	<b>0.1%</b>

## Corporate management

Corporate Management	Indicator 2			
	Number of civil liability claims incurred by the council for the previous reporting year including those submitted after 31 March	Number of claims made for previous reporting year including those received after end of reporting period per 10,000 population	Total revenue budget for previous reporting year	Total claims value for previous year
	2004/2005	2004/2005	2004/2005	2004/2005
Aberdeen City	526	25.1	£524,710,000	£644,457
Aberdeenshire	437	19.2	£559,470,000	£253,918
Angus	218	20.2	£244,867,000	£249,244
Argyll & Bute	224	24.6	£243,364,107	£61,580
Clackmannanshire	2	0.4	£89,181,487	£20,072
Dumfries & Galloway	335	22.7	£266,759,000	£491,223
Dundee City	9	0.6	£260,255,000	£740,000
East Ayrshire	457	38.2	£214,192,230	£661,535
East Dunbartonshire	391	36.4	£180,884,000	£177,650
East Lothian	431	47.5	£130,805,951	£320,190
East Renfrewshire	337	37.6	£146,809,000	£189,197
Edinburgh, City of	1,208	27.0	£697,585,000	£854,178
Eilean Siar	37	14.1	£91,483,000	£110,447
Falkirk	618	42.5	£401,740,000	£484,898
Fife	2,280	65.0	£649,735,000	£1,130,871
Glasgow City	2,603	45.1	£2,051,000,000	£2,014,370
Highland	259	12.4	£477,703,000	£410,370
Inverclyde	358	42.8	£149,189,000	£738,857
Midlothian	211	26.2	£151,100,000	£230,383
Moray	150	17.3	£138,330,000	£157,846
North Ayrshire	397	29.3	£232,257,000	£482,412
North Lanarkshire	1,273	39.6	£977,899,389	£1,722,625
Orkney Islands	33	17.2	£76,682,364	£132,335
Perth & Kinross	8	0.6	£216,331,000	£1,029
Renfrewshire	579	33.7	£496,109,000	£457,800
Scottish Borders	295	27.5	£181,322,000	£252,122
Shetland Islands	13	5.9	£74,337,000	£32,197
South Ayrshire	502	45.0	£181,908,239	£334,094
South Lanarkshire	1,407	46.6	£479,744,000	£971,636
Stirling	384	44.6	£165,463,000	£413,137
West Dunbartonshire	424	45.7	£208,969,000	£460,290
West Lothian	606	37.9	£435,816,000	£810,973
<b>Scotland</b>	<b>17,012</b>	<b>33.7</b>	<b>£11,396,000,767</b>	<b>£16,011,936</b>

## Corporate management

Corporate Management	Indicator 2	Indicator 3	
	Value of total claims in previous year as a percentage of previous year's revenue budget	Total number of council employees	
	2004/2005	2003/2004	2004/2005
Aberdeen City	0.1	9,601	9,675
Aberdeenshire	0.0	11,044	11,558
Angus	0.1	2,866	3,830
Argyll & Bute	0.0	3,248	3,572
Clackmannanshire	0.0	2,055	2,071
Dumfries & Galloway	0.2	6,134	6,220
Dundee City	0.3	6,576	6,857
East Ayrshire	0.3	4,821	4,936
East Dunbartonshire	0.1	3,599	3,820
East Lothian	0.2	2,951	3,329
East Renfrewshire	0.1	3,687	3,753
Edinburgh, City of	0.1	20,736	20,858
Eilean Siar	0.1	1,698	1,609
Falkirk	0.1	5,747	7,745
Fife	0.2	17,037	21,547
Glasgow City	0.1	30,354	31,816
Highland	0.1	12,431	9,556
Inverclyde	0.5	3,790	3,925
Midlothian	0.2	3,465	3,530
Moray	0.1	3,156	3,553
North Ayrshire	0.2	5,084	5,465
North Lanarkshire	0.2	13,885	13,492
Orkney Islands	0.2	1,119	1,179
Perth & Kinross	0.0	4,138	4,079
Renfrewshire	0.1	7,459	6,317
Scottish Borders	0.1	4,023	4,229
Shetland Islands	0.0	2,009	2,177
South Ayrshire	0.2	6,361	5,377
South Lanarkshire	0.2	11,953	11,788
Stirling	0.2	2,827	2,953
West Dunbartonshire	0.2	4,831	5,571
West Lothian	0.2	5,052	5,236
<b>Scotland</b>	<b>0.1</b>	<b>223,737</b>	<b>231,623</b>

## Corporate management

Corporate Management	Indicator 3			
	Total number of council employees in highest 2% of earners		Number of employees in top 2% earners who are women	
	2003/2004	2004/2005	2003/2004	2004/2005
Aberdeen City	198	216	57	63
Aberdeenshire	225	264	59	84
Angus	57	97	4	22
Argyll & Bute	66	71	18	19
Clackmannanshire	59	60	13	15
Dumfries & Galloway	182	132	41	23
Dundee City	165	140	34	33
East Ayrshire	99	103	17	24
East Dunbartonshire	72	76	25	24
East Lothian	60	67	19	24
East Renfrewshire	78	76	29	29
Edinburgh, City of	332	357	102	110
Eilean Siar	34	32	7	6
Falkirk	179	167	58	67
Fife	415	424	113	125
Glasgow City	618	685	167	222
Highland	187	184	35	47
Inverclyde	79	88	22	25
Midlothian	69	71	19	17
Moray	63	71	15	21
North Ayrshire	104	109	26	32
North Lanarkshire	297	292	86	81
Orkney Islands	26	24	3	3
Perth & Kinross	85	82	28	22
Renfrewshire	155	134	38	34
Scottish Borders	124	86	30	31
Shetland Islands	40	44	3	6
South Ayrshire	127	108	45	26
South Lanarkshire	252	292	92	94
Stirling	109	70	43	36
West Dunbartonshire	97	117	33	40
West Lothian	101	106	32	31
<b>Scotland</b>	<b>4,754</b>	<b>4,845</b>	<b>1,313</b>	<b>1,436</b>



## Corporate management

Corporate Management	Indicator 3			
	Percentage of employees in top 2% earners who are women		Total number of council employees in the highest 5% of earners	
	2003/2004	2004/2005	2003/2004	2004/2005
Aberdeen City	28.8%	29.2%	556	600
Aberdeenshire	26.2%	31.8%	609	591
Angus	7.0%	22.7%	143	198
Argyll & Bute	27.3%	26.8%	183	195
Clackmannanshire	22.0%	25.0%	142	148
Dumfries & Galloway	22.5%	17.4%	307	319
Dundee City	20.6%	23.6%	348	346
East Ayrshire	17.2%	23.3%	249	250
East Dunbartonshire	34.7%	31.6%	180	191
East Lothian	31.7%	35.8%	171	181
East Renfrewshire	37.2%	38.2%	188	190
Edinburgh, City of	30.7%	30.8%	901	1,033
Eilean Siar	20.6%	18.8%	85	80
Falkirk	32.4%	40.1%	287	290
Fife	27.2%	29.5%	979	1,035
Glasgow City	27.0%	32.4%	1,913	1,626
Highland	18.7%	25.5%	474	527
Inverclyde	27.8%	28.4%	197	223
Midlothian	27.5%	23.9%	173	177
Moray	23.8%	29.6%	158	178
North Ayrshire	25.0%	29.4%	257	273
North Lanarkshire	29.0%	27.7%	727	713
Orkney Islands	11.5%	12.5%	59	60
Perth & Kinross	32.9%	26.8%	203	212
Renfrewshire	24.5%	25.4%	391	316
Scottish Borders	24.2%	36.0%	211	233
Shetland Islands	7.5%	13.6%	100	105
South Ayrshire	35.4%	24.1%	318	269
South Lanarkshire	36.5%	32.2%	639	649
Stirling	39.4%	51.4%	182	176
West Dunbartonshire	34.0%	34.2%	242	383
West Lothian	31.7%	29.2%	252	274
<b>Scotland</b>	<b>27.6%</b>	<b>29.6%</b>	<b>11,824</b>	<b>12,041</b>

## Corporate management

Corporate Management	Indicator 3			
	Number of employees in top 5% earners who are women		Percentage of employees in top 5% earners who are women	
	2003/2004	2004/2005	2003/2004	2004/2005
Aberdeen City	209	233	37.6%	38.8%
Aberdeenshire	271	251	44.5%	42.5%
Angus	24	45	16.8%	22.7%
Argyll & Bute	51	63	27.9%	32.3%
Clackmannanshire	51	50	35.9%	33.8%
Dumfries & Galloway	97	106	31.6%	33.2%
Dundee City	81	72	23.3%	20.8%
East Ayrshire	83	93	33.3%	37.2%
East Dunbartonshire	45	47	25.0%	24.6%
East Lothian	66	69	38.6%	38.1%
East Renfrewshire	71	73	37.8%	38.4%
Edinburgh, City of	345	417	38.3%	40.4%
Eilean Siar	18	16	21.2%	20.0%
Falkirk	105	113	36.6%	39.0%
Fife	357	406	36.5%	39.2%
Glasgow City	682	657	35.7%	40.4%
Highland	141	183	29.7%	34.7%
Inverclyde	76	92	38.6%	41.3%
Midlothian	60	53	34.7%	29.9%
Moray	44	54	27.8%	30.3%
North Ayrshire	88	84	34.2%	30.8%
North Lanarkshire	264	250	36.3%	35.1%
Orkney Islands	9	11	15.3%	18.3%
Perth & Kinross	68	71	33.5%	33.5%
Renfrewshire	116	104	29.7%	32.9%
Scottish Borders	57	80	27.0%	34.3%
Shetland Islands	16	22	16.0%	21.0%
South Ayrshire	129	87	40.6%	32.3%
South Lanarkshire	256	262	40.1%	40.4%
Stirling	84	76	46.2%	43.2%
West Dunbartonshire	91	162	37.6%	42.3%
West Lothian	80	102	31.7%	37.2%
<b>Scotland</b>	<b>4,135</b>	<b>4,404</b>	<b>35.0%</b>	<b>36.6%</b>

## Corporate management

Corporate Management	Indicator 4		
	Number of buildings from which the council delivers services to the public	Number of public service buildings that are suitable and accessible to disabled people	Percentage of public service buildings that are suitable and accessible to disabled people
	2004/2005	2004/2005	2004/2005
Aberdeen City	185	47	25.4%
Aberdeenshire	191	54	28.3%
Angus	96	70	72.9%
Argyll & Bute	83	50	60.2%
Clackmannanshire	37	26	70.3%
Dumfries & Galloway	205	3	1.5%
Dundee City	182	136	74.7%
East Ayrshire	173	46	26.6%
East Dunbartonshire	152	58	38.2%
East Lothian	72	39	54.2%
East Renfrewshire	100	56	56.0%
Edinburgh, City of	237	170	71.7%
Eilean Siar	20	1	5.0%
Falkirk	135	65	48.1%
Fife	298	22	7.4%
Glasgow City	518	72	13.9%
Highland	325	11	3.4%
Inverclyde	92	7	7.6%
Midlothian	123	55	44.7%
Moray	63	7	11.1%
North Ayrshire	115	31	27.0%
North Lanarkshire	386	18	4.7%
Orkney Islands	43	15	34.9%
Perth & Kinross	92	47	51.1%
Renfrewshire	202	131	64.9%
Scottish Borders	105	79	75.2%
Shetland Islands	89	48	53.9%
South Ayrshire	105	50	47.6%
South Lanarkshire	606	480	79.2%
Stirling	87	62	71.3%
West Dunbartonshire	101	21	20.8%
West Lothian	161	35	21.7%
<b>Scotland</b>	<b>5,227</b>	<b>1,954</b>	<b>37.4%</b>

## Corporate management

Corporate Management	Indicator 5			
	Cost of collecting council tax per dwelling	Cost of collecting council tax	Number of dwellings	Income received from summary warrants
	2004/2005	2004/2005	2004/2005	2004/2005
Aberdeen City	£13.47	£1,446,751	107,440	£75,607
Aberdeenshire	£10.82	£1,106,000	102,233	£585,974
Angus	£12.46	£645,038	51,781	£59,282
Argyll & Bute	£13.68	£621,392	45,422	£335,400
Clackmannanshire	£14.21	£316,348	22,260	£99,930
Dumfries & Galloway	£12.38	£852,333	68,854	£54,380
Dundee City	£28.22	£2,028,114	71,857	£243,669
East Ayrshire	£8.89	£478,523	53,847	£370,714
East Dunbartonshire	£6.81	£295,131	43,326	£130,558
East Lothian	£12.37	£508,780	41,117	£51,842
East Renfrewshire	£11.66	£427,674	36,670	£139,743
Edinburgh, City of	£11.55	£2,575,082	222,957	£224,925
Eilean Siar	£24.99	£344,253	13,775	£57,150
Falkirk	£4.75	£321,230	67,631	£431,650
Fife	£11.74	£1,906,819	162,456	£299,343
Glasgow City	£15.92	£4,678,239	293,937	£1,080,448
Highland	£17.68	£1,859,611	105,160	£141,345
Inverclyde	£17.21	£685,259	39,819	£329,874
Midlothian	£13.92	£469,567	33,734	£19,069
Moray	£14.94	£597,682	39,999	£0
North Ayrshire	£13.04	£834,475	63,981	£709,588
North Lanarkshire	£13.75	£1,951,964	141,918	£1,142,334
Orkney Islands	£17.87	£172,192	9,634	£9,226
Perth & Kinross	£15.77	£1,031,143	65,392	£228,258
Renfrewshire	£13.18	£1,062,081	80,585	£400,120
Scottish Borders	£10.17	£540,125	53,093	£112,212
Shetland Islands	£18.50	£188,168	10,169	£7,578
South Ayrshire	£10.46	£546,636	52,257	£283,211
South Lanarkshire	£11.84	£1,610,726	136,064	£713,487
Stirling	£11.02	£418,826	38,014	£67,502
West Dunbartonshire	£12.14	£530,677	43,717	£529,611
West Lothian	£7.99	£562,352	70,368	£158,690
<b>Scotland</b>	<b>£13.23</b>	<b>£31,613,191</b>	<b>2,389,467</b>	<b>£9,092,720</b>

## Corporate management

Corporate Management	Indicator 6					
	Income due from council tax for the year excluding reliefs and rebates			Income due from council tax for the year excluding all water charges and outstanding council tax		
	2002/2003	2003/2004	2004/2005	2002/2003	2003/2004	2004/2005
Aberdeen City	£73,574,479	£76,530,284	<b>£83,184,557</b>	£100,333,004	£105,137,889	<b>£115,214,459</b>
Aberdeenshire	£76,110,000	£81,436,000	<b>£86,911,001</b>	£82,372,000	£88,291,000	<b>£94,618,914</b>
Angus	£30,452,427	£32,562,000	<b>£34,634,209</b>	£39,856,131	£42,744,111	<b>£45,745,546</b>
Argyll & Bute	£32,036,955	£33,091,337	<b>£34,324,148</b>	£44,162,672	£45,661,054	<b>£47,670,636</b>
Clackmannanshire	£13,308,831	£13,808,974	<b>£14,910,413</b>	£18,688,055	£19,354,516	<b>£20,828,941</b>
Dumfries & Galloway	£42,952,045	£44,529,597	<b>£46,420,624</b>	£58,863,180	£59,416,379	<b>£62,346,762</b>
Dundee City	£39,118,326	£39,735,749	<b>£41,134,353</b>	£63,902,763	£59,694,555	<b>£61,928,189</b>
East Ayrshire	£30,004,199	£31,540,555	<b>£33,082,803</b>	£42,578,003	£45,085,858	<b>£47,557,834</b>
East Dunbartonshire	£38,262,895	£40,465,934	<b>£43,161,488</b>	£45,789,074	£48,514,888	<b>£52,134,777</b>
East Lothian	£30,647,419	£32,226,583	<b>£34,250,363</b>	£38,589,590	£41,540,003	<b>£44,125,564</b>
East Renfrewshire	£32,647,556	£34,291,240	<b>£35,969,948</b>	£39,139,891	£41,241,792	<b>£43,536,962</b>
Edinburgh, City of	£167,107,540	£174,034,964	<b>£180,747,186</b>	£227,850,045	£239,131,978	<b>£252,017,942</b>
Eilean Siar	£5,907,669	£6,360,436	<b>£6,706,249</b>	£9,039,463	£9,699,022	<b>£10,237,146</b>
Falkirk	£36,980,582	£39,723,872	<b>£42,519,704</b>	£49,190,512	£52,790,854	<b>£56,577,531</b>
Fife	£98,946,556	£104,938,656	<b>£109,817,588</b>	£134,400,351	£143,035,097	<b>£149,972,631</b>
Glasgow City	£155,431,821	£160,028,449	<b>£165,088,896</b>	£286,775,830	£295,596,004	<b>£304,433,160</b>
Highland	£67,422,315	£71,515,905	<b>£76,152,428</b>	£90,637,290	£96,426,389	<b>£103,080,082</b>
Inverclyde	£23,069,773	£23,815,576	<b>£25,000,603</b>	£34,640,303	£35,831,609	<b>£37,820,614</b>
Midlothian	£25,796,000	£26,811,000	<b>£28,235,000</b>	£29,791,000	£31,051,000	<b>£32,795,000</b>
Moray	£23,112,389	£24,536,232	<b>£27,298,849</b>	£29,722,026	£31,489,643	<b>£36,310,230</b>
North Ayrshire	£35,682,504	£37,827,722	<b>£39,377,212</b>	£50,382,057	£53,558,699	<b>£56,782,341</b>
North Lanarkshire	£76,155,914	£80,089,000	<b>£84,010,000</b>	£109,069,493	£102,156,000	<b>£107,149,000</b>
Orkney Islands	£5,113,952	£5,624,575	<b>£5,928,934</b>	£6,892,752	£7,271,321	<b>£7,711,533</b>
Perth & Kinross	£47,310,889	£50,806,017	<b>£54,074,750</b>	£59,855,372	£64,024,585	<b>£68,638,188</b>
Renfrewshire	£49,356,018	£52,036,073	<b>£54,461,878</b>	£70,424,096	£73,853,590	<b>£78,005,538</b>
Scottish Borders	£32,057,162	£35,170,825	<b>£37,204,940</b>	£41,925,007	£50,649,364	<b>£48,472,565</b>
Shetland Islands	£5,439,046	£5,903,120	<b>£6,343,816</b>	£6,959,676	£7,543,802	<b>£8,174,896</b>
South Ayrshire	£35,397,589	£37,356,288	<b>£39,284,372</b>	£46,745,057	£49,570,844	<b>£52,541,007</b>
South Lanarkshire	£82,060,257	£85,634,007	<b>£90,412,949</b>	£114,181,914	£119,149,692	<b>£125,352,670</b>
Stirling	£30,782,671	£32,714,188	<b>£34,360,656</b>	£39,716,590	£42,199,507	<b>£44,446,096</b>
West Dunbartonshire	£25,331,539	£26,018,741	<b>£26,731,282</b>	£39,776,691	£40,748,678	<b>£41,548,830</b>
West Lothian	£43,329,250	£45,954,361	<b>£48,965,146</b>	£57,093,339	£60,464,161	<b>£64,585,885</b>
<b>Scotland</b>	<b>£1,510,906,568</b>	<b>£1,587,118,260</b>	<b>£1,670,706,345</b>	<b>£2,109,343,227</b>	<b>£2,202,923,884</b>	<b>£2,322,361,469</b>

## Corporate management

Corporate Management	Indicator 6					
	Reliefs and rebates due to council for council tax for the year			Percentage of income due from council tax for the year that was received by the end of the year		
	2002/2003	2003/2004	2004/2005	2002/2003	2003/2004	2004/2005
Aberdeen City	£26,758,525	£28,607,605	<b>£32,029,902</b>	90.1%	90.2%	<b>91.5%</b>
Aberdeenshire	£6,262,000	£6,855,000	<b>£7,707,913</b>	94.0%	94.0%	<b>95.3%</b>
Angus	£9,403,704	£10,182,111	<b>£11,111,337</b>	94.7%	95.0%	<b>95.6%</b>
Argyll & Bute	£12,125,717	£12,569,717	<b>£13,346,488</b>	93.0%	94.0%	<b>95.5%</b>
Clackmannanshire	£5,379,224	£5,545,542	<b>£5,918,528</b>	90.2%	91.2%	<b>91.3%</b>
Dumfries & Galloway	£15,911,135	£14,886,782	<b>£15,926,138</b>	94.0%	94.1%	<b>94.6%</b>
Dundee City	£24,784,437	£19,958,806	<b>£20,793,836</b>	85.7%	86.2%	<b>87.1%</b>
East Ayrshire	£12,573,804	£13,545,303	<b>£14,475,031</b>	88.3%	90.1%	<b>91.3%</b>
East Dunbartonshire	£7,526,179	£8,048,954	<b>£8,973,289</b>	93.6%	94.1%	<b>94.7%</b>
East Lothian	£7,942,171	£9,313,420	<b>£9,875,201</b>	94.5%	95.3%	<b>96.0%</b>
East Renfrewshire	£6,492,335	£6,950,552	<b>£7,567,014</b>	95.2%	95.4%	<b>95.4%</b>
Edinburgh, City of	£60,742,505	£65,097,014	<b>£71,270,756</b>	90.7%	87.6%	<b>90.4%</b>
Eilean Siar	£3,131,794	£3,338,586	<b>£3,530,897</b>	91.1%	92.0%	<b>92.6%</b>
Falkirk	£12,209,930	£13,066,982	<b>£14,057,827</b>	94.0%	94.6%	<b>95.2%</b>
Fife	£35,453,795	£38,096,441	<b>£40,155,043</b>	91.9%	93.0%	<b>93.9%</b>
Glasgow City	£131,344,009	£135,567,555	<b>£139,344,264</b>	83.7%	85.1%	<b>85.6%</b>
Highland	£23,214,975	£24,910,484	<b>£26,927,654</b>	92.6%	93.5%	<b>94.1%</b>
Inverclyde	£11,570,530	£12,016,033	<b>£12,820,011</b>	88.0%	89.4%	<b>90.7%</b>
Midlothian	£3,995,000	£4,240,000	<b>£4,560,000</b>	93.1%	93.9%	<b>94.2%</b>
Moray	£6,609,637	£6,953,411	<b>£9,011,381</b>	92.7%	94.9%	<b>95.6%</b>
North Ayrshire	£14,699,553	£15,730,977	<b>£17,405,129</b>	89.9%	89.8%	<b>91.7%</b>
North Lanarkshire	£32,913,579	£22,067,000	<b>£23,139,000</b>	92.2%	93.2%	<b>93.6%</b>
Orkney Islands	£1,778,800	£1,646,746	<b>£1,782,599</b>	97.7%	97.8%	<b>97.3%</b>
Perth & Kinross	£12,544,483	£13,218,568	<b>£14,563,438</b>	95.0%	95.3%	<b>96.1%</b>
Renfrewshire	£21,068,078	£21,817,517	<b>£23,543,660</b>	93.5%	93.9%	<b>94.2%</b>
Scottish Borders	£9,867,845	£15,478,539	<b>£11,267,625</b>	96.0%	95.6%	<b>96.6%</b>
Shetland Islands	£1,520,630	£1,640,682	<b>£1,831,080</b>	96.1%	95.9%	<b>96.1%</b>
South Ayrshire	£11,347,468	£12,214,556	<b>£13,256,635</b>	94.0%	94.3%	<b>94.5%</b>
South Lanarkshire	£32,121,657	£33,515,685	<b>£34,939,721</b>	93.5%	93.9%	<b>94.6%</b>
Stirling	£8,933,919	£9,485,319	<b>£10,085,440</b>	95.8%	96.4%	<b>96.4%</b>
West Dunbartonshire	£14,445,152	£14,729,937	<b>£14,817,548</b>	87.0%	87.5%	<b>89.4%</b>
West Lothian	£13,764,089	£14,509,800	<b>£15,620,739</b>	92.3%	92.7%	<b>93.0%</b>
<b>Scotland</b>	<b>£598,436,659</b>	<b>£615,805,624</b>	<b>£651,655,124</b>	<b>91.4%</b>	<b>91.7%</b>	<b>92.7%</b>

## Corporate management

Corporate Management	Indicator 6			Indicator 7		
	Income received from council tax for the year			Income due from non-domestic rates excluding reliefs		
	2002/2003	2003/2004	2004/2005	2002/2003	2003/2004	2004/2005
Aberdeen City	£66,253,996	£69,008,358	<b>£76,130,631</b>	£121,406,742	£123,550,953	<b>£127,275,335</b>
Aberdeenshire	£71,572,000	£76,516,000	<b>£82,821,087</b>	£57,613,000	£56,776,000	<b>£59,660,941</b>
Angus	£28,843,850	£30,923,339	<b>£33,103,140</b>	£25,166,282	£24,246,000	<b>£29,555,682</b>
Argyll & Bute	£29,797,303	£31,122,224	<b>£32,782,146</b>	£30,552,623	£29,187,951	<b>£29,980,140</b>
Clackmannanshire	£11,998,589	£12,588,657	<b>£13,615,617</b>	£12,384,774	£11,898,050	<b>£11,982,582</b>
Dumfries & Galloway	£40,374,922	£41,885,023	<b>£43,911,954</b>	£37,700,000	£38,333,119	<b>£39,713,864</b>
Dundee City	£33,533,688	£34,260,655	<b>£35,808,988</b>	£57,042,451	£57,743,747	<b>£59,416,985</b>
East Ayrshire	£26,493,141	£28,407,749	<b>£30,203,669</b>	£27,221,140	£26,313,238	<b>£28,000,946</b>
East Dunbartonshire	£35,826,110	£38,075,478	<b>£40,877,769</b>	£19,379,264	£19,181,811	<b>£20,110,588</b>
East Lothian	£28,963,051	£30,709,258	<b>£32,866,605</b>	£26,519,702	£25,343,935	<b>£25,038,273</b>
East Renfrewshire	£31,092,918	£32,712,690	<b>£34,316,719</b>	£12,169,905	£12,346,170	<b>£12,732,473</b>
Edinburgh, City of	£151,504,075	£152,480,246	<b>£163,367,367</b>	£250,799,145	£254,692,712	<b>£261,395,237</b>
Eilean Siar	£5,381,020	£5,852,516	<b>£6,209,805</b>	£5,508,345	£5,500,598	<b>£5,662,810</b>
Falkirk	£34,763,975	£37,568,940	<b>£40,479,596</b>	£56,693,088	£56,825,428	<b>£58,487,458</b>
Fife	£90,931,885	£97,613,938	<b>£103,096,752</b>	£115,402,620	£111,020,027	<b>£111,991,638</b>
Glasgow City	£130,051,065	£136,198,603	<b>£141,272,075</b>	£281,978,895	£284,590,389	<b>£292,784,438</b>
Highland	£62,409,991	£66,891,247	<b>£71,687,774</b>	£67,101,098	£67,994,187	<b>£73,914,082</b>
Inverclyde	£20,310,860	£21,281,749	<b>£22,677,908</b>	£21,367,405	£20,863,137	<b>£21,258,460</b>
Midlothian	£24,008,000	£25,188,000	<b>£26,601,000</b>	£17,926,000	£18,106,906	<b>£18,939</b>
Moray	£21,434,558	£23,277,549	<b>£26,098,595</b>	£24,319,375	£24,678,875	<b>£25,495,729</b>
North Ayrshire	£32,067,325	£33,977,072	<b>£36,117,554</b>	£41,597,900	£41,260,773	<b>£41,105,149</b>
North Lanarkshire	£70,239,109	£74,654,000	<b>£78,634,000</b>	£87,811,201	£92,832,000	<b>£97,289,000</b>
Orkney Islands	£4,994,441	£5,498,720	<b>£5,769,849</b>	£6,775,788	£6,546,427	<b>£6,763,558</b>
Perth & Kinross	£44,945,345	£48,433,376	<b>£51,955,020</b>	£44,416,499	£45,422,561	<b>£46,764,108</b>
Renfrewshire	£46,132,335	£48,836,373	<b>£51,281,890</b>	£67,617,034	£70,346,859	<b>£72,363,648</b>
Scottish Borders	£30,773,211	£33,624,353	<b>£35,942,505</b>	£22,986,386	£22,966,495	<b>£23,886,218</b>
Shetland Islands	£5,228,011	£5,662,271	<b>£6,093,869</b>	£13,138,909	£12,956,106	<b>£12,140,616</b>
South Ayrshire	£33,272,135	£35,211,148	<b>£37,140,097</b>	£33,381,670	£33,520,153	<b>£34,763,839</b>
South Lanarkshire	£76,746,445	£80,413,353	<b>£85,547,424</b>	£88,139,511	£93,266,944	<b>£96,218,806</b>
Stirling	£29,495,433	£31,530,103	<b>£33,135,572</b>	£34,430,894	£34,803,676	<b>£36,698,279</b>
West Dunbartonshire	£22,037,296	£22,765,117	<b>£23,898,677</b>	£27,229,542	£27,589,362	<b>£28,261,686</b>
West Lothian	£39,985,545	£42,586,818	<b>£45,548,939</b>	£55,417,993	£56,607,351	<b>£59,255,452</b>
<b>Scotland</b>	<b>£1,381,461,628</b>	<b>£1,455,754,923</b>	<b>£1,548,994,593</b>	<b>£1,791,195,181</b>	<b>£1,807,311,940</b>	<b>£1,849,986,959</b>

## Corporate management

Corporate Management	Indicator 7					
	Income due from non-domestic rates excluding reliefs that was received by the end of the year			Percentage of income due from non-domestic rates that was received by the end of the year		
	2002/2003	2003/2004	2004/2005	2002/2003	2003/2004	2004/2005
Aberdeen City	£116,600,624	£120,279,498	<b>£123,527,814</b>	96.0%	97.4%	<b>97.1%</b>
Aberdeenshire	£56,237,000	£55,607,000	<b>£57,808,130</b>	97.6%	97.9%	<b>96.9%</b>
Angus	£24,299,766	£23,775,000	<b>£29,051,189</b>	96.6%	98.1%	<b>98.3%</b>
Argyll & Bute	£29,605,329	£28,321,913	<b>£28,986,573</b>	96.9%	97.0%	<b>96.7%</b>
Clackmannanshire	£11,068,874	£11,099,751	<b>£11,506,869</b>	89.4%	93.3%	<b>96.0%</b>
Dumfries & Galloway	£36,772,000	£37,681,716	<b>£38,917,107</b>	97.5%	98.3%	<b>98.0%</b>
Dundee City	£54,856,890	£55,361,494	<b>£57,279,938</b>	96.2%	95.9%	<b>96.4%</b>
East Ayrshire	£24,354,195	£24,904,789	<b>£26,141,636</b>	89.5%	94.6%	<b>93.4%</b>
East Dunbartonshire	£17,937,637	£17,934,181	<b>£19,422,193</b>	92.6%	93.5%	<b>96.6%</b>
East Lothian	£26,134,718	£24,877,858	<b>£24,482,259</b>	98.5%	98.2%	<b>97.8%</b>
East Renfrewshire	£11,300,238	£11,753,993	<b>£12,129,806</b>	92.9%	95.2%	<b>95.3%</b>
Edinburgh, City of	£243,980,542	£239,919,611	<b>£252,580,436</b>	97.3%	94.2%	<b>96.6%</b>
Eilean Siar	£5,309,363	£5,321,373	<b>£5,556,945</b>	96.4%	96.7%	<b>98.1%</b>
Falkirk	£55,209,645	£55,166,115	<b>£57,011,324</b>	97.4%	97.1%	<b>97.5%</b>
Fife	£111,017,320	£106,681,597	<b>£107,573,725</b>	96.2%	96.1%	<b>96.1%</b>
Glasgow City	£263,844,322	£267,397,305	<b>£276,293,046</b>	93.6%	94.0%	<b>94.4%</b>
Highland	£64,695,470	£65,908,898	<b>£70,938,630</b>	96.4%	96.9%	<b>96.0%</b>
Inverclyde	£19,645,726	£19,386,158	<b>£20,038,276</b>	91.9%	92.9%	<b>94.3%</b>
Midlothian	£17,262,000	£16,258,620	<b>£18,343</b>	96.3%	89.8%	<b>96.9%</b>
Moray	£23,741,853	£24,289,458	<b>£25,109,280</b>	97.6%	98.4%	<b>98.5%</b>
North Ayrshire	£39,756,510	£38,569,443	<b>£39,334,041</b>	95.6%	93.5%	<b>95.7%</b>
North Lanarkshire	£83,015,380	£87,956,000	<b>£93,235,000</b>	94.5%	94.7%	<b>95.8%</b>
Orkney Islands	£6,731,769	£6,545,332	<b>£6,683,357</b>	99.4%	100.0%	<b>98.8%</b>
Perth & Kinross	£43,299,304	£44,323,335	<b>£45,699,411</b>	97.5%	97.6%	<b>97.7%</b>
Renfrewshire	£64,037,784	£67,983,824	<b>£69,890,386</b>	94.7%	96.6%	<b>96.6%</b>
Scottish Borders	£22,369,997	£22,418,719	<b>£23,449,352</b>	97.3%	97.6%	<b>98.2%</b>
Shetland Islands	£12,928,686	£12,742,330	<b>£11,664,704</b>	98.4%	98.3%	<b>96.1%</b>
South Ayrshire	£31,646,185	£32,020,803	<b>£33,235,008</b>	94.8%	95.5%	<b>95.6%</b>
South Lanarkshire	£82,563,915	£88,366,660	<b>£91,548,678</b>	93.7%	94.7%	<b>95.1%</b>
Stirling	£32,868,123	£34,013,166	<b>£35,842,132</b>	95.5%	97.7%	<b>97.7%</b>
West Dunbartonshire	£24,820,133	£26,085,662	<b>£26,243,885</b>	91.2%	94.5%	<b>92.9%</b>
West Lothian	£54,436,750	£55,616,677	<b>£58,265,998</b>	98.2%	98.2%	<b>98.3%</b>
<b>Scotland</b>	<b>£1,712,348,048</b>	<b>£1,728,568,279</b>	<b>£1,779,465,471</b>	<b>95.6%</b>	<b>95.6%</b>	<b>96.2%</b>



## Corporate management

Corporate Management	Indicator 8			
	Number of invoices sampled		Number of invoices sampled and paid within 30 days	
	2003/2004	2004/2005	2003/2004	2004/2005
Aberdeen City	132,931	<b>133,193</b>	123,298	<b>123,036</b>
Aberdeenshire	284,168	<b>269,144</b>	250,147	<b>236,347</b>
Angus	186,539	<b>175,683</b>	155,827	<b>147,925</b>
Argyll & Bute	151,243	<b>161,523</b>	130,892	<b>136,528</b>
Clackmannanshire	55,504	<b>56,478</b>	43,577	<b>42,847</b>
Dumfries & Galloway	170,810	<b>171,159</b>	152,020	<b>153,980</b>
Dundee City	2,865	<b>2,748</b>	2,744	<b>2,576</b>
East Ayrshire	1,000	<b>1,000</b>	836	<b>845</b>
East Dunbartonshire	104,489	<b>110,600</b>	79,402	<b>83,000</b>
East Lothian	71,268	<b>52,019</b>	58,645	<b>44,801</b>
East Renfrewshire	122,756	<b>116,516</b>	97,347	<b>86,433</b>
Edinburgh, City of	430,167	<b>448,989</b>	333,508	<b>354,381</b>
Eilean Siar	63,179	<b>62,555</b>	48,627	<b>50,107</b>
Falkirk	123,224	<b>118,235</b>	99,462	<b>101,689</b>
Fife	418,595	<b>308,715</b>	297,239	<b>234,712</b>
Glasgow City	823,125	<b>923,626</b>	712,631	<b>808,043</b>
Highland	331,154	<b>324,683</b>	294,791	<b>292,159</b>
Inverclyde	75,277	<b>72,675</b>	48,622	<b>43,420</b>
Midlothian	55,134	<b>51,509</b>	41,299	<b>37,483</b>
Moray	85,367	<b>81,488</b>	73,060	<b>68,453</b>
North Ayrshire	191,841	<b>185,191</b>	162,739	<b>153,869</b>
North Lanarkshire	263,671	<b>318,096</b>	204,535	<b>248,323</b>
Orkney Islands	58,740	<b>63,997</b>	46,999	<b>52,126</b>
Perth & Kinross	106,347	<b>114,070</b>	96,625	<b>101,347</b>
Renfrewshire	243,667	<b>269,391</b>	213,256	<b>229,772</b>
Scottish Borders	75,981	<b>76,109</b>	54,782	<b>51,828</b>
Shetland Islands	68,151	<b>70,376</b>	55,578	<b>59,207</b>
South Ayrshire	161,477	<b>161,011</b>	133,069	<b>134,715</b>
South Lanarkshire	229,961	<b>325,190</b>	195,287	<b>286,167</b>
Stirling	112,855	<b>116,340</b>	98,235	<b>103,183</b>
West Dunbartonshire	183,352	<b>169,799</b>	150,310	<b>134,962</b>
West Lothian	119,765	<b>136,436</b>	108,625	<b>123,980</b>
<b>Scotland</b>	<b>5,504,603</b>	<b>5,648,544</b>	<b>4,564,014</b>	<b>4,728,244</b>

## Corporate management

<b>Corporate Management</b>	<b>Indicator 8</b>	
	Percentage of invoices samples paid within 30 days	
	2003/2004	2004/2005
Aberdeen City	92.8%	<b>92.4%</b>
Aberdeenshire	88.0%	<b>87.8%</b>
Angus	83.5%	<b>84.2%</b>
Argyll & Bute	86.5%	<b>84.5%</b>
Clackmannanshire	78.5%	<b>75.9%</b>
Dumfries & Galloway	89.0%	<b>90.0%</b>
Dundee City	95.8%	<b>93.7%</b>
East Ayrshire	83.6%	<b>84.5%</b>
East Dunbartonshire	76.0%	<b>75.0%</b>
East Lothian	82.3%	<b>86.1%</b>
East Renfrewshire	79.3%	<b>74.2%</b>
Edinburgh, City of	77.5%	<b>78.9%</b>
Eilean Siar	77.0%	<b>80.1%</b>
Falkirk	80.7%	<b>86.0%</b>
Fife	71.0%	<b>76.0%</b>
Glasgow City	86.6%	<b>87.5%</b>
Highland	89.0%	<b>90.0%</b>
Inverclyde	64.6%	<b>59.7%</b>
Midlothian	74.9%	<b>72.8%</b>
Moray	85.6%	<b>84.0%</b>
North Ayrshire	84.8%	<b>83.1%</b>
North Lanarkshire	77.6%	<b>78.1%</b>
Orkney Islands	80.0%	<b>81.5%</b>
Perth & Kinross	90.9%	<b>88.8%</b>
Renfrewshire	87.5%	<b>85.3%</b>
Scottish Borders	72.1%	<b>68.1%</b>
Shetland Islands	81.6%	<b>84.1%</b>
South Ayrshire	82.4%	<b>83.7%</b>
South Lanarkshire	84.9%	<b>88.0%</b>
Stirling	87.0%	<b>88.7%</b>
West Dunbartonshire	82.0%	<b>79.5%</b>
West Lothian	90.7%	<b>90.9%</b>
<b>Scotland</b>	<b>82.9%</b>	<b>83.7%</b>